



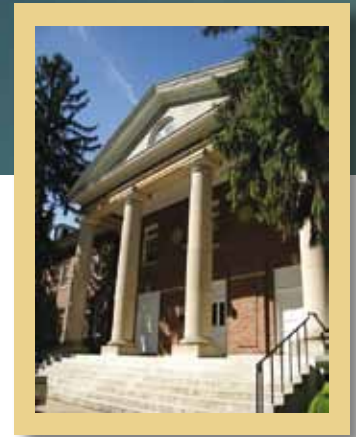
# *Accelerating*

our second transformation

Defense Acquisition University

2010 - 2015 Strategic Plan

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2010-2015 Strategic Plan

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# **Expanding Our Mission and Impact**



# Achieving the Right Acquisition Outcomes



"The department is working hard to ensure we have the right acquisition workforce capability now and in the future."

— Hon. Robert M. Gates  
Secretary of Defense



"[The acquisition community] is of enormous importance to those of us who are out there putting it all on the line for our country."

— Gen. David H. Petraeus  
Commander, U.S. Central Command

The need to transform our Armed Forces, as well as the organizations and processes that control, support, and sustain them, is compelling. We are fighting a war. We are not living in an environment where traditional peacetime acquisition processes suffice. Those on the front lines see changing threats every day. The acquisition process must respond much more rapidly to meet the needs of our men and women in uniform.

Gen. David H. Petraeus, Commander, U.S. Central Command, has said, "The acquisition community is of enormous importance to those of us who are out there putting it all on the line for our country." He urges members of the Defense Acquisition Workforce not to lose sight of who the ultimate customer is or the importance of providing that customer with what he or she needs. And they must never underestimate the importance of speed—an 80-percent solution today is better than a 100-percent solution a year from now.

DAU is critical to ensuring the Defense Acquisition Workforce is trained to meet the needs of our nation's warfighters. As the primary learning assets provider for the Defense Acquisition Workforce, DAU is committed to enabling the right acquisition outcomes by fully engaging our students, both in the classroom and on the job. Through a virtual, continuous presence with the workforce, DAU products and services enhance workplace performance, promote mission effectiveness, and help reshape the Defense Acquisition Workforce to meet future challenges. DAU is fully integrated in our learners' careers from the time they enroll in their first DAU course until they retire, helping them provide the very best weapon systems, equipment, and services—helping them achieve the right acquisition outcomes.

# Strategic Goal Alignment

DAU's Strategic Plan is aligned with the goals of the:

- **Nation**, as established in the President's Memorandum on Government Contracting, the Weapon Systems Acquisition Reform Act of 2009, and National Security Strategy;
- **Defense Department**, as set forth in the National Defense Strategy, Quadrennial Defense Review, DoD's Strategic Management Plan, and SECDEF's workforce growth strategy;
- **USD(AT&L)**, as stated in Congressional testimony, AT&L priorities, and the Defense Acquisition Workforce appendix to the DoD Human Capital Strategic Plan.

DAU's Strategic Plan flows down to our annual Organizational Performance Plan. To successfully achieve objectives in that plan, each member of the DAU team must ensure that his or her activities and individual objectives, as reflected in their Faculty Contribution Assessment Plan (FCAP) and National Security Personnel System (NSPS) development plan support the tasks and targets of our annual Organizational Performance Plan.



## AT&L Priorities

1. Meet the needs of the SECDEF/ Deputy Secretary of Defense (DEPSECDEF). Be proactive to them at all costs. Anticipate questions and start working them.
2. Focus on MDAPs—implement SECDEF decisions. Consider impacts of cancelled programs on other programs and on the acquisition workforce.
3. Support the current fight, to include rapid fielding of warfighter requirements. Emphasize the “L” in AT&L.
4. Rebuild the industrial base.
5. Acquisition reform—implement the legislation.



“We need to attract talented people to government service, specifically into the acquisition workforce, give them challenging work to do, retain the best of them, and be sure all of them are fully trained and qualified for the jobs we give them.

— Hon. Ashton B. Carter  
USD(AT&L)

# DAU Strategic Planning Process

## Strengths

- Caliber of faculty and staff
- Innovative use of technology
- Internationally recognized
- Integrated learning assets
- Ongoing support of students and their organizations

## Weaknesses

- Internal workload allocation
- Speed of curricula development
- Clarity of learning asset development roles
- Capacity and speed of IT infrastructure
- Staff recognition

## Opportunities

- MDAP engagement
- Intact team training
- Applied research
- New acquisition process for information technology
- Space acquisition
- International acquisition
- Streamlined acquisition process
- Acquisition performance metrics
- Section 852 hiring

## Threats

- Complacency
- Stakeholder perceptions
- PEO/PM turnover
- Balance DoD IT security with the need to reach the workforce
- HCI role vs. DAU president role
- OPM hiring process/civilian personnel system
- Speed of technology advancement

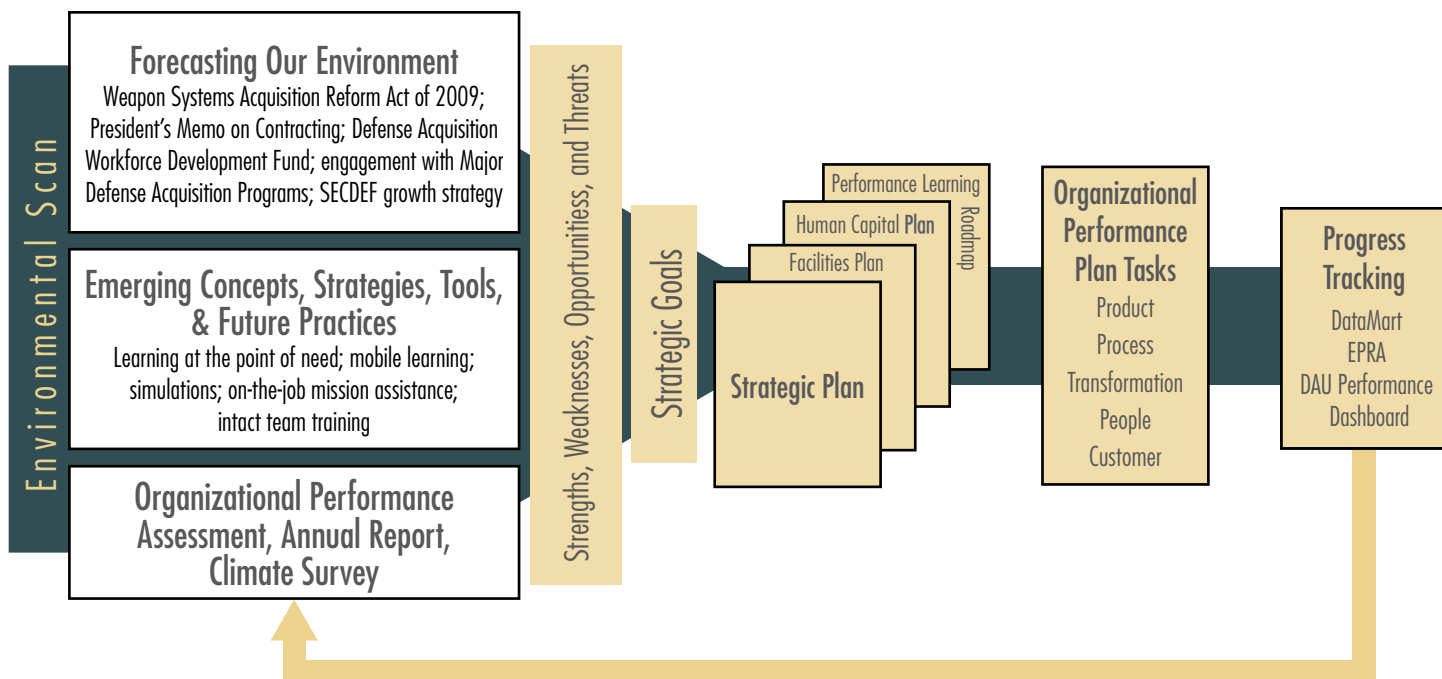
Our strategic planning process does not stop with the publishing of the Strategic Plan. It is an end-to-end planning process that encompasses performance measurement, budgeting, and contribution-based employee evaluation systems. It includes the following products:

- Strategic Plan, which contains the mission, vision, goals, measures, and enabling strategies. It covers six years but is updated annually as a living document;
- Organizational Performance Plan, which has performance tasks and targets for the current year in support of each strategic goal;
- Organizational Performance Assessment, which shows the actual versus planned accomplishments for the year as well as progress on long-term measures for each goal of the Strategic Plan;
- Annual Report, which provides DAU's customers and stakeholders with our achievements for the preceding year;
- Performance-based individual contribution plans, which are used for both our faculty and staff.

Each year, DAU reviews, updates, and validates our strategic goals and measures, and our enabling strategies. The Planning, Policy, and Leadership Support group is responsible for leading this effort. They engage the participation of faculty and staff from across the university in this review. The review process begins with an analysis of organizational strengths, weaknesses, opportunities, and threats (SWOT). This is based on an environmental scan which identifies: 1) changes in DoD warfighting and acquisition environment; 2) advances in learning and development approaches; 3) major shifts in technology, market, competition, or regulatory environment; and 4) long-term organizational sustainability. Areas for improvement/focus are determined through leadership reviews of mission/operational performance, customer satisfaction ratings, stakeholder inputs, climate survey results, and annual performance plan task accomplishments. Updates to the strategic plan are presented to the Strategic Planning Council (SPC) (membership consists of DAU's senior leadership team) and reviewed by our Board of Visitors prior to final approval by the SPC.

In alignment with the strategic goals, separate performance tasks to be accomplished during the year are defined in the DAU Organizational





Performance Plan. These tasks are projects headed by a project manager. Performance targets, outcomes/output measures, and indicators of success define progress toward the higher-level enabling strategies.

Our progress toward meeting our strategic goals and fulfilling our mission is measured and reported regularly. DAU has adopted an online enterprise-wide performance measurement tool, the DAU Performance Dashboard, (<https://clo.dau.mil>), which we use to set baselines, manage tasks, and analyze results. This dashboard, available to all managers, tracks progress of the performance tasks and targets that support each strategic goal. DAU conducts a tri-annual Enterprise Performance Review and Analysis (EPRA) to review progress for all annual performance tasks and targets as well as long-term measures for the strategic goals. This enables management to make resource allocation decisions in the context of past results and allocate or reallocate resources as appropriate. All of our decisions are data-driven.

Progress toward achieving each strategic goal is also assessed using a select number of key long-term measures. Long-term goal performance and current year task performance are documented in our annual Organizational Performance Assessment. Results are reviewed and incorporated as necessary into the next update of the Strategic Plan.

DAU's contribution-based employee evaluation systems ensure that each individual employee is focused on contributing to the execution of our mission and the accomplishment of the performance tasks, and ultimately, focusing on the goals of the organization. Individual objectives are set based on the Strategic Plan and Organizational Performance Plan. In the end, employee rewards are tied to specific contributions toward accomplishing DAU's performance goals.

The entire process is a deliberate, planned, measured, iterative, and integrated cycle that continuously moves DAU toward its organizational goals and vision.

# Mission

## Mission Success

- Earned reaffirmation of accreditation in 2008 with three commended areas
- Seven distance-learning awards
- Ranked #1 Corporate University in America—American Society of Training and Development (2004)
- Ranked #1 Organization in the Government for Leadership and Development (2007, 2006, 2005)
- Best Overall Corporate University—Corporate University Best-in-Class (2006 & 2002)
- Best Mature Corporate University—Corporate University Best-in-Class (2006)
- Best Virtual Corporate University—Corporate University Best-in-Class (2006 & 2002)
- Corporate University Leader of the Year—Corporate University Best-in-Class (2006 & 2002)
- Computerworld 21st Century Achievement Award (2007)
- Chief Learning Officer Vanguard Award (2009)
- Chief Learning Officer Learning Team Award (2009)
- APEX Award of Publications Excellence (2009)
- Silver Inkwell Award (2009) for Government Communications

Provide a global learning environment to support a mission-ready Defense Acquisition Workforce that develops, delivers, and sustains effective and affordable warfighting capabilities.

Impact acquisition excellence through:

- Acquisition certification and leadership training
- Mission assistance to acquisition organizations and teams
- Online knowledge-sharing resources
- Continuous learning assets
- Strategic workforce planning

DAU plays a key role in both the human capital initiatives focused on restoring the Defense Acquisition Workforce and the learning and development of that workforce. We are in the forefront of DoD's efforts to right-size and re-balance the workforce. Central to these efforts is the SECDEF's growth strategy, which calls for increasing the workforce by 20,000 by 2015. This growth includes approximately 10,000 new hires and 10,000 additional positions created by in-sourcing.

The implications of this workforce growth strategy on training and development will impact DAU's strategic planning over the next several years. In addition to the increase in training demand from the growth strategy, other training demand drivers include:

- Annual turnover of 8,000-10,000 workforce members
- Turnover related to Base Realignment and Closure (BRAC) movement to new locations
- New training requirements for: support services contracting, contingency contracting, contracting officer's representatives, requirements personnel, newly hired contract specialists, pricing personnel, and international cooperation
- Enhanced job-support assets
- Expanded training in program management, systems engineering and technical management, logistics, and cost estimating
- Learning asset development for other high-impact and emerging acquisition needs



## Enabling the Defense Acquisition Workforce to achieve the right acquisition outcomes.

Our vision, “Enabling the Defense Acquisition Workforce to achieve the right acquisition outcomes,” is clear about what we must accomplish for success. We will measure our progress by how well the workforce does its mission.

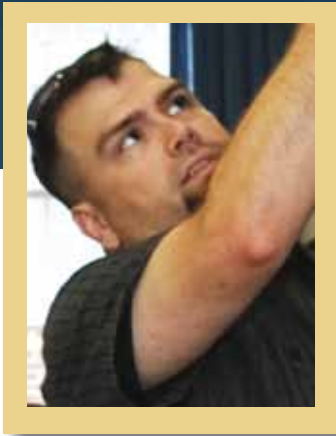
The Defense Acquisition Workforce represents DoD USD(AT&L)’s human capital—a highly valued asset critical to DoD’s success in serving the nation. Maintaining the right mix of technical knowledge and subject matter expertise, as well as general business skills, is vital to achieving the acquisition mission.

During 2009, the president, Congress, and DoD senior leadership have been actively involved in shaping initiatives on government contracting, weapon systems acquisition reform, and the capability and capacity of the Defense Acquisition Workforce. DAU is called upon to play a critical role in implementing these initiatives. This includes an integrated portfolio of all workforce training initiatives that spans the full spectrum of the Performance Learning Model. Examples are the roll out of the new CON 090 course, expanded mission assistance initiatives for Major Defense Acquisition Programs, and evolving a world-class e-presence that is critical for our ability to support the Defense Acquisition Workforce at their learning point of need. These initiatives will drive realization of our vision of enabling the Defense Acquisition Workforce to achieve the right acquisition outcomes.

This 2010–2015 Strategic Plan accelerates the Second Transformation of DAU and addresses five strategic challenges, which form the basis for DAU’s vision and goals.

## Strategic Challenges

- Remaining competitive with other leading corporate universities through innovations in classroom technology, simulations, and informal learning techniques.
- Engaging with Major Defense Acquisition Programs to enhance acquisition outcomes.
- Helping acquisition field organizations improve their acquisition outcomes by adding organization team training to our current individual training assets.
- Effectively employing the Defense Acquisition Workforce Development Fund to increase our faculty and support resources to expand existing training programs and develop new learning assets.
- Demonstrating our value to the USD(AT&L) leadership team by aligning with their priorities and proving our ability to deliver results.



## Strategic Goals & Strategic Measures

# Goal 1 | Mission

Provide an integrated, interactive learning environment that helps acquisition workforce members, teams, and organizations improve acquisition outcomes.

Our customer-centric approach to our mission focuses all our efforts and resources on customer needs and stakeholder requirements.

### Enabling Strategies:

1. Enhance and integrate delivery and management of learning assets within the AT&L Performance Learning Model.
2. Leverage the most effective technology, tools, and techniques to develop acquisition expertise and support mission performance.

### Strategic Measures:

- Graduate over 150,000 students per year.
- Provide 2.5 million hours of informal learning.



# Strategic Goals & Strategic Measures

## Goal 2 | Infrastructure

Continuously improve our infrastructure and mission support processes to optimize use of resources.

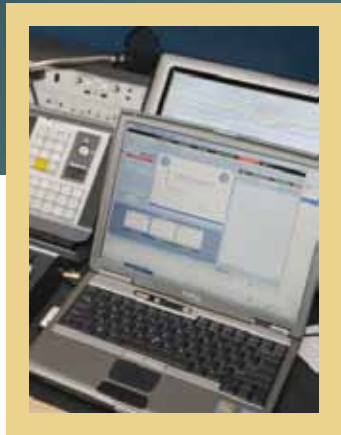
We leverage best practices and learning technologies and we optimize resources to provide our customers with skills they need to succeed.

### Enabling Strategies:

1. Deploy processes and systems to enhance decision making and operational effectiveness.
2. Ensure an efficient and cost-effective infrastructure.

### Strategic Measures:

- Maintain annual cost per hour of learning and development at less than \$20.
- Maintain total student travel costs at less than 20 percent of the annual budget.
- Maintain average annual teaching hours greater than 600 per faculty member (excluding learning support and executive faculty), with an aggregate prep-to-teaching ratio of less than 0.5 to 1.0.
- Achieve a minimum of 24 registered students per applicable classroom course offering at least 85 percent of the time each year.





## Strategic Goals & Strategic Measures

### Goal 3 | Transformation

Support congressional and DoD acquisition improvement initiatives through thought leadership, applied research, and engagement with key acquisition organizations.

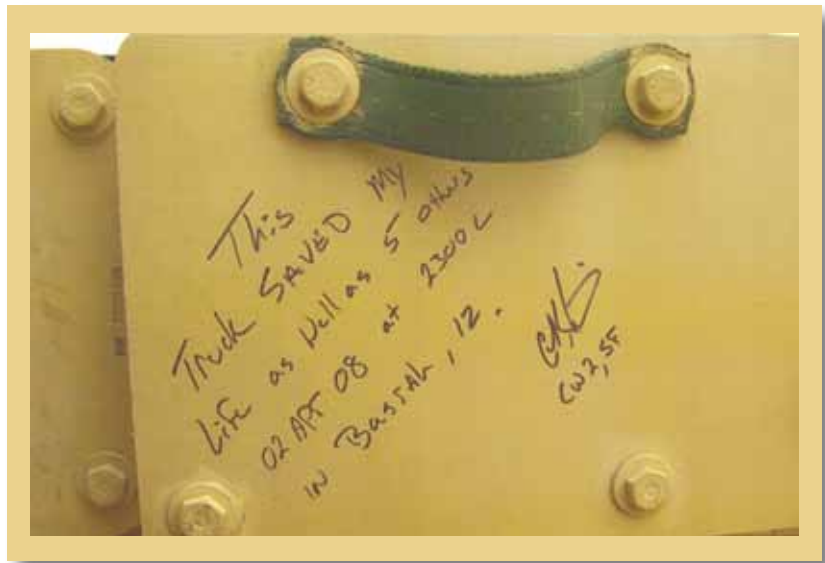
We will significantly impact the rapid transformation needs of DoD by promoting mission assistance, communities of practice, rapid-deployment training on emerging initiatives and relevant research.

#### Enabling Strategies:

1. Promote improved acquisition performance and outcomes through training, human capital, and process improvements.
2. Leverage applied research to promote breakthrough change and performance excellence.
3. Engage with key acquisition organizations to help improve acquisition outcomes.

#### Strategic Measures:

- Complete 100 percent of congressionally mandated tasks.
- Complete 80 percent of planned research projects/studies by assigned deadline each year.
- Complete 80 percent of DAU performance tasks.



## Strategic Goals & Strategic Measures

# Goal 4 | People

Foster an environment that encourages continuous development, promotes diversity, and rewards achievement to enhance job satisfaction and performance.

To accomplish our goals, we must invest in human capital and professional growth that leads to value-added contributions to meet the needs of the Defense Acquisition Workforce.

### Enabling Strategies:

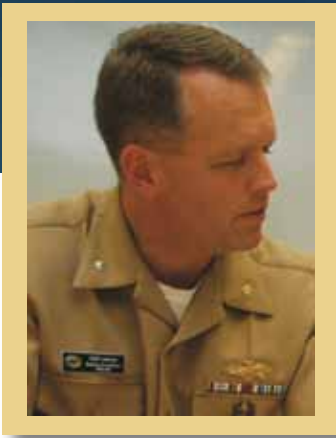
1. Recruit, develop, and retain the most talented, experienced, and motivated faculty and staff.
2. Foster a performance-based culture that recognizes contributions to the DAU goals and mission.

### Strategic Measures:

- Conduct climate survey at least every 3 years and achieve an aggregate mean score of 65 or above.
- Maintain average hiring cycle time of 45 days from Human Resource Management Council approval to selection.
- Maintain a budget for professional development at a minimum of 2 percent of unloaded salary per year.







## Strategic Goals & Strategic Measures

# Goal 5 | Customers

**Proactively engage our customers and stakeholders to understand their mission requirements and develop responsive solutions to enhance performance.**

Customer relationship management is how we deliberately plan to interact with our external and internal customers and stakeholders to promote a great DAU experience. Our internal customers are our faculty and staff. Our external customers and stakeholders include Congress, DoD AT&L senior leadership, component acquisition organizations, and, of course, the Defense Acquisition Workforce and community.

### Enabling Strategies:

1. Ensure alignment of customer relationship management program with DoD priorities and DAU goals.
2. Provide high-quality and responsive customer service.
3. Maintain DAU's national reputation as a premier corporate university.

### Strategic Measures:

- Visit 75 percent of key customers per year, including 100 percent of MDAP customers.
- Achieve an aggregate customer satisfaction for Kirkpatrick Level I surveys of learning assets greater than 5.6 on the 7-point Likert scale.







## Strategic Planning Integrated Product Team (IPT) June 2009

The associate deans, deputy directors, and center directors met in June 2009 for a four-day professional development program. Part of the program was hands-on work with the update of DAU's Strategic Plan. Pictured here are:

front row (l-r): Joe Johnson, Dave Juza, John Hickok, Meg Hogan-Roy, Bob Faulk, Marcus Haskell,

2nd row (l-r): Dick David, Frank Anderson,

3rd row (l-r): Tony Romano, Gerry Emke, George Prosnik, Mark Camporini, Ed Fishpaw,

4th row (l-r): David Newberry, Siobhan Tack, Tina Richards, Anna McNally, Scott Ilg, Bobbi Hess,

5th row (l-r): Vishnu Nevrekar, John Lawless, Rob Tremaine, Jim Childress, Lenny Manning, Larry Leggett, Chris Hardy, Bob Spangler.